



INTRODUCTION

Motivators are a collection of learned attitude information regarding which motivators are most important to you. There are many attitudes and beliefs. They were identified originally by Edward Spranger and

Philip E. Vernon. Individuals and corporations use motivators for goal setting, decision-making, and other important areas throughout an organization.

There are **six motivators** in this model:

- **Conceptual** - Objective and critical; a desire to learn for knowledge's sake
- **Aesthetic** - Visual awareness; things to have form, function and symmetry
- **Economic** - Desire for economic and material gain; strive for positive results
- **Power & Authority** - Enjoy being in positions of power; energized by authority
- **Social Awareness** - Genuine concern for the welfare of others; will help others
- **Business Doctrine** - Centered on tradition and customs; seeks to conform

Motivators, like behaviors, can be viewed in degrees of intensity. Your personal scale is a 100-point scale.

The intensity of each motivator is determined by the importance placed on it by you. It can be flexible and will often change throughout our career and life. As an individual's motivators tend to also change.

The closer an individual's motivators are to the norm, the easier it becomes to understand the motivators that are charted on their graphic scale. Having a motivator score indicates a greater emotional investment in that particular motivator at the present time. A score at the 50th percentile on the graphic scale does not necessarily indicate an individual is average, but that at the present time it has a lesser priority. Understanding the motivators of others that are very different from their own is more difficult.

Since motivators are judgment free, they are suggestive of what we hold as most important. They give us a sense of satisfaction and accomplishment. Motivators add depth and meaning to our lives. Insight into "why we do what we do." Psychologists often refer to the motivator as the "why" of behavior.

SAMPLE REPORT

NOTE

If this report is being used in the selection process, it is important to remember that you should not recommend any person for employment or hiring for a specific job or position based on this report. Those involved in interviewing a respondent should develop interview questions for the hiring decision should not be based only on this report or any other comparison. This report should be used in accordance with applicable employment laws.

POWER & AUTHORITY



GREATER PRIORITY

Individuals who place a greater priority on this motivator enjoy being in leadership roles. They are willing to take the risks involved in accepting a leadership command, to exercise management functions and responsibilities. These individuals demonstrate success and accomplishment. These individuals are respected in a given arena, including business.

LESSER PRIORITY

Individuals who place a lesser priority on this motivator feel that one must face to gain them. They are aware of the risks involved in leadership. These individuals will be supportive of causes behind the scenes and will do not seek public recognition of their work and accomplishments.

Terri is not driven to seek out roles or positions of leadership. She does, however, understand the logic to exercise control over others, and at the same time, she supervises. She wants to achieve a balance between giving orders to others and encouraging them to make decisions based upon their own conclusions. When a project is important to her, she wants to take charge and be in control. She encourages others to be a leader. When others exhibit the desire or potential for leadership, she encourages them to use their skills and abilities required to become an effective leader.

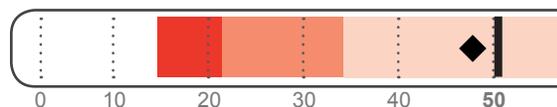
Strength

1. Terri has a balanced understanding of the role of leadership.
2. She coaches and mentors others to achieve leadership positions.
3. Terri will share authority and delegate to others.
4. She leads others with her personal and position power.

Your Power & Authority Score

◆ Your Score = 48

■ National Norm = 50





GREATER PRIORITY

Individuals who place a greater priority on this motivator have a strong moral and philosophical point of view. They see things from a moral and philosophical point of view. They see things from a moral and philosophical point of view. They see things from a moral and philosophical point of view. They see things from a moral and philosophical point of view.

LESSER PRIORITY

Individuals who place a lesser priority on this motivator tend to be in a more flexible and adaptable position. They feel comfortable making decisions apart from established codes, traditions, and non-conformists, who do not seek to impose their moral standards on others.

Terri looks for ways to create standards of what is good and proper within a moralistic or philosophical point of view. She validates her behavior in relation to ethics. Once she has decided on a code of conduct and ethics, she makes them. She can find it difficult to be flexible or to adjust her way of doing business ethics or guidelines. She wants to work on a team or in an organization that is contemporary. She is respectful of those in power and authority if their beliefs align with her own.

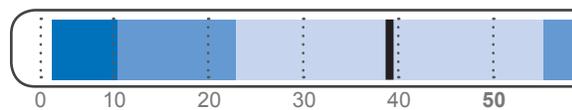
Strength

1. Terri works within an established set of rules and guidelines.
2. She is loyal to those she chooses to follow.
3. Terri follows traditional customs that are long standing and important to her.
4. She defends those things that she believes are right.

Your Business Doctrine Score

◆ Your Score = 64

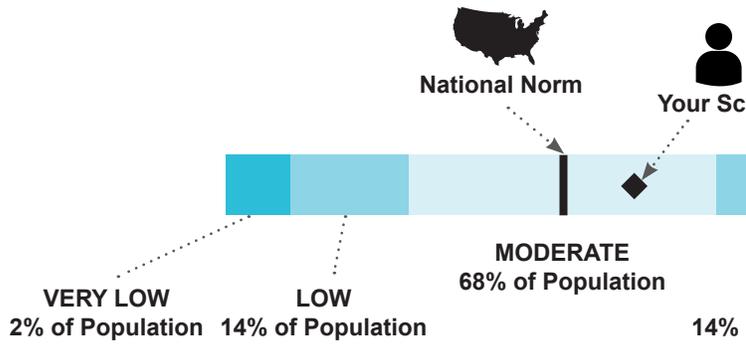
■ National Norm = 39





The six motivators are displayed on this page using percentile graphs. Your responses, the graphs rank the importance you give each motivator.

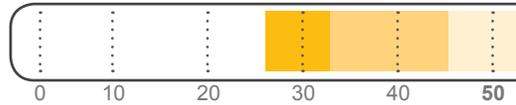
HOW TO READ YOUR SCORE



BUSINESS MOTIVATORS GRAPHIC OVERVIEW

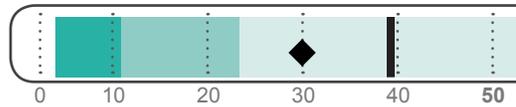
Conceptual

◆ = 70 (1st)



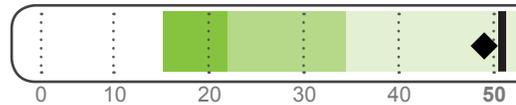
Aesthetic

◆ = 30 (6th)



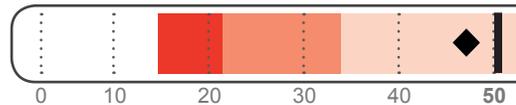
Economic

◆ = 50 (3rd)



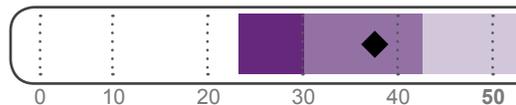
Power & Authority

◆ = 48 (4th)



Social Awareness

◆ = 38 (5th)



Business Doctrine

◆ = 64 (2nd)

